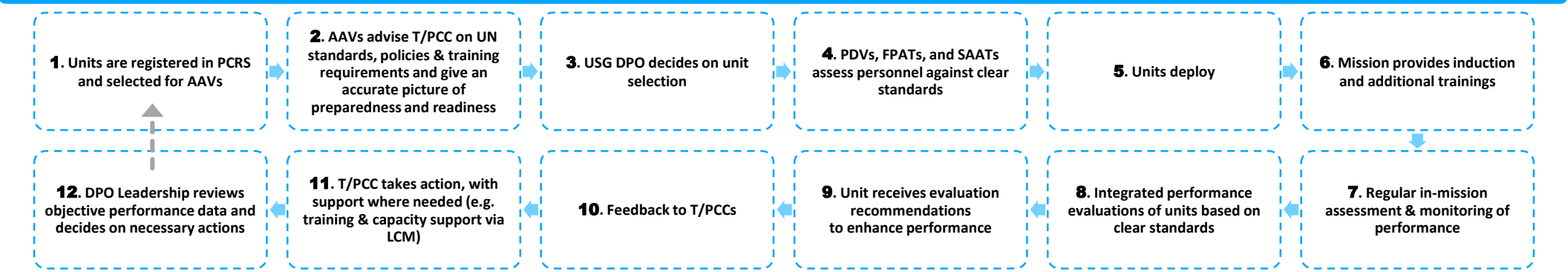


Mechanisms to Evaluate Performance

<p>Comprehensive Performance Assessment System (CPAS)</p> <p>➤ CPAS piloted in 7 missions:</p> <ul style="list-style-type: none"> MINUSCA MINUSMA MONUSCO UNFICYP UNIFIL UNMISS UNMIK 	<p>Military Performance Evaluation Taskforce (MPET)</p> <p>➤ 19 pre-deployment visits (PDVs) conducted since January 2018, including military skill validation.</p> <p>➤ 700 additional task-based standards developed in 2019 in 4 categories.</p> <p>Task-based Standards developed by MPET from Nov 18 – Nov 19</p>	<p>UNPOL Performance Assessment Regime</p> <p>FPU Evaluation Coverage, by Mission (All received in Q2/3 2019)</p> <table border="1"> <tr><td>MONUSCO</td><td>100% (6/6)</td></tr> <tr><td>MINUSMA</td><td>100% (10/10)</td></tr> <tr><td>MINUSCA</td><td>92% (11/12)</td></tr> <tr><td>UNMISS</td><td>83% (5/6)</td></tr> <tr><td>UNAMID</td><td>73% (8/11)</td></tr> </table> <p>Note: Excludes one duplicate eval. from UNAMID</p> <p>➤ Launched in June 2019, 45 currently deployed FPUs assessed on their performance by the United Nations Police Commissioners in five missions in addition to monthly assessments.</p> <p>➤ IPOs and SPTs appraised every six months</p>	MONUSCO	100% (6/6)	MINUSMA	100% (10/10)	MINUSCA	92% (11/12)	UNMISS	83% (5/6)	UNAMID	73% (8/11)	<p>Force Commander unit evaluations</p> <p>Military Unit Evaluation Summaries Received by UNHQ, by Quarter</p> <p>➤ Since 2018, over 330 military unit evaluations have been received by the Secretariat, providing a view of unit strengths, enabling informed decision-making, targeted performance improvements and remedial measures where needed.</p>	<p>Office for Peacekeeping Strategic Partnership (OPSP) Investigation</p> <p>➤ Since March 2018, OPSP conducted</p> <ul style="list-style-type: none"> 10 reviews <ul style="list-style-type: none"> ✓ UNDOF ✓ UNFICYP ✓ UNIFIL ✓ MINURSO ✓ UNMISS ✓ MINUSCA ✓ MINUSMA ✓ MONUSCO ▪ UNAMID (on going) ▪ UNISFA (on going) 2 special investigations <ul style="list-style-type: none"> ✓ MINUSCA ✓ MONUSCO
MONUSCO	100% (6/6)													
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UNMISS	83% (5/6)													
UNAMID	73% (8/11)													

Conduct and discipline has been integrated throughout the performance-related processes, which is an example of a holistic approach to performance. Conduct and discipline elements have been incorporated into the enhanced pre-deployment visit programme, the Force Commander and Police Commissioner evaluation processes and the Unit Performance Evaluation Review.

Steps to ensure high performance



Highlights of performance achievements

Outcome of enhanced methods to strengthen performance evaluation

Concrete Changes Resulting from Pre-deployment Visits (PDVs) and Assessment and Advisory Visits (AAVs)

- Establishment of dedicated national training centers
- Revised national force generation process for upcoming rotations
- Improved training plans
- Replacement of unit leadership
- Inclusion of UN standards in national doctrine
- Enhanced in-mission training
- Delay of rotation to allow TCC to address immediate training shortfalls
- Partial repatriation

Impact of OPSP Independent Review

Following OPSP investigation, UNMISS shifted towards a more mobile posture, enhanced the sharing of peacekeeping intelligence, and improved its casualty evacuation procedures.

Deployment of Units from the PCRS

In 2019, all selections for new military unit deployments originated from the Peacekeeping Capability Readiness System (PCRS), an increase from 2018. This has enabled more informed unit selections and supports a more rapid deployment of uniformed peacekeeping capabilities that are known to meet UN standards of training, equipment and preparedness.

Training and capacity building

Triangular Partnership Project

- 1843 Trainees
- 108 Engineering Trainings
- 29 Field Medics Assistant Courses
- 311 IT infrastructure / management (Signals Academy)
- 577 Service delivery / capacity (Signals Academy)
- 818 Telecom Service (Signals Academy)

Light Coordination Mechanism (LCM)

The LCM is coordinating and de-conflicting bilateral capacity building efforts. From 2017 to 2018, two Member States deployed a mobile training team each to five MINUSMA troop-contributing countries to train trainers on operating in an improvised explosive device environment, in line with Mine Action Service standards.

Equipment

Coordinated and intensified engagement with troop contributors has helped improve equipment performance.

Safety and security

Action Plan on Improving Security of UN Peacekeepers

Implementation of the Action Plan to Improve the Security of UN Peacekeepers contributed to a sustained decrease in uniformed peacekeeper fatalities due to violent acts.

Total Military/Police Fatalities by Violent Acts and Total Uniformed Deployment by year (all peacekeeping missions as of 11/30/2019)

Total Military/Police Fatalities by Violent Acts (as of 11/30/2019)

MINUSMA	125
MINUSCA	35
MONUSCO	34
UNAMID	25
UNMISS	11
Others	9

Yearly Military/Police Fatalities by Violent Acts and Uniformed Deployment in MINUSMA (as of 11/30/2019)

11 out of 22 killed in one attack in Jan 2019

In MINUSMA a complex attack (mortar shelling, direct fire and SVBIED) in Jan 2019 against UN camp and outposts caused 11 fatalities, injuring 25 peacekeepers, a half of all fatalities thus far in 2019.

Peacekeeper fatalities from improvised explosive devices in Mali have reduced from 24 in 2016 to 5 so far in 2019.

Source: UNMAS

- Following **crisis management stress tests**, crisis management improved in MINUSCA, MINUSMA, MONUSCO and UNMISS.
- Stress tests of casualty evacuation** resulted in updated and decentralized casualty procedures in MINUSCA, MINUSMA and UNMISS.

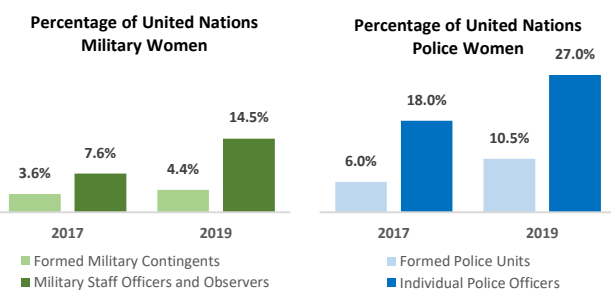
Peacekeeping performance is improving, and we have reduced the cost per peacekeeper by 22% since 2006.

Cost per Peacekeeper
(Expenditure per uniformed personnel, inflation adj.)

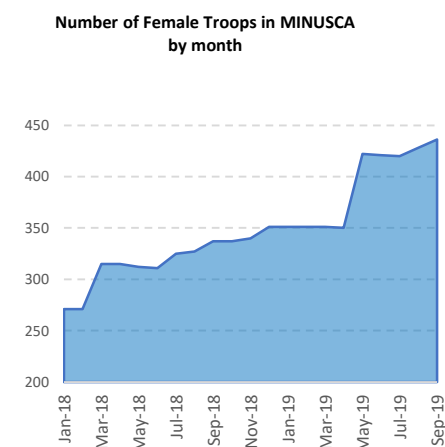
Women peace and security

Increase in Women Peacekeepers

Progressive increase in the number of female officers deployed as individuals or part of units due to coordinated efforts by the Secretariat, contributing countries and field missions.



MINUSMA: Reduced Conflict-related Sexual Violence

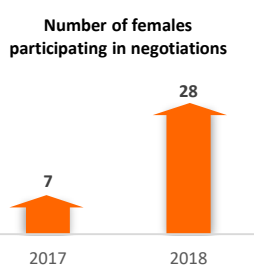


In CAR, women troops from MINUSMA have helped reduce the number of cases of conflict-related sexual violence.



UNMISS: Increased Female Participation in Revitalized Peace Process

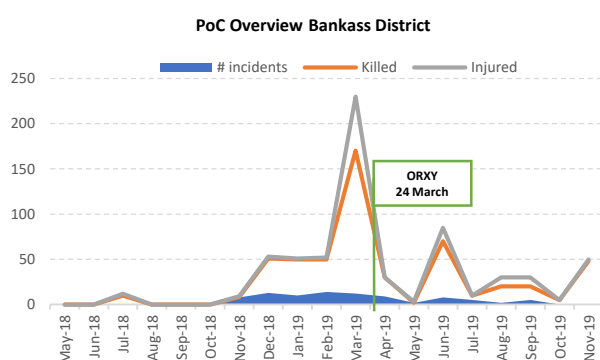
In South Sudan, UNMISS police contributed to the increased participation of women in the revitalized peace process. From 2017-2018, UNMISS supported 4x increase of women participating in negotiations of the peace process - from (7) in 2017 negotiations to (28) during September 2018 negotiations of Revitalised Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS).



Protection of civilians

MINUSMA: Enhancing Protection of Civilians

As part of operation Oryx, MINUSMA expanded the scope of its operations and increased its focus on the areas where civilians are most under threat, including Koro, Baniagara and Bankass in Mopti region.



The deployment of units from Gao and establishment of temporary operating bases has enabled the Mission to increase its engagement with communities at risk. At least three companies have been continuously deployed in Mopti region with the support of Intelligence, Surveillance and Reconnaissance (ISR) and Quick Reaction Force (QRF) assets in order to prevent and deter violence against civilians.



MINUSMA is expanding its informal network of PoC focal points to potentially cover 207 localities of northern and central Mali.



UNMISS: Adoption of An Agile/Mobile Posture

The protection posture of UNMISS is increasingly mobile, extending outreach and engagement to communities beyond the POC sites while ensuring ongoing and appropriate security within the sites. For example, in Bor, following the signing of the R-ACRSS and in part due to the mediation and peacebuilding efforts of UNMISS and local partners, the security environment improved considerably. As a result, in April 2019, UNMISS reduced the static presence around the site to allow increased patrolling thus expanding its protective presence in adjacent communities.



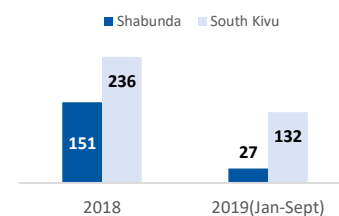
Improved Force Posture

The deployment of Company and Battalion Commanders to UNMISS operating bases across South Sudan along with increased interaction at the Sector and Force level with the leadership of the armed movements in the different areas increased situational awareness and thus the safety of uniformed peacekeepers.

MONUSCO: Shabunda Action Plan: A Comprehensive Protection Response

In June 2018, MONUSCO documented severe human rights abuses, including conflict-related sexual violence (CRSV), perpetrated by local armed militia groups, including that led by commander "Kokodikoko" in Shabunda territory, South Kivu. To respond, MONUSCO adopted the Shabunda Action Plan bringing together civilian and uniformed components, Congolese authorities, the UN and NGO partners. With support from MONUSCO and partners, Congolese military justice authorities arrested "Kokodikoko" and members of his group. He was convicted last November to life imprisonment for war crimes and crimes against humanity.

Number of CRSV incidents in Shabunda territory and South Kivu



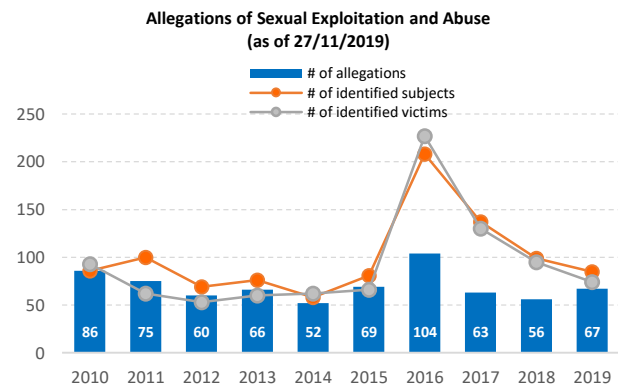
The Action Plan also contributed to a decline in CRSV in Shabunda territory.



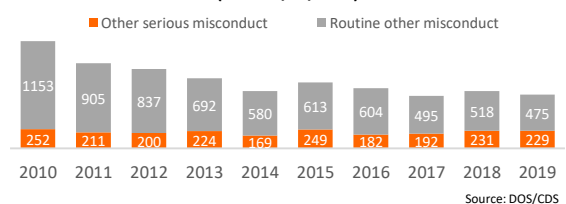
Conduct and discipline

Allegations of Sexual Exploitation and Abuse

A rise in reported allegations in 2019 is concerning but also signals that efforts introduced to detect allegations across categories of personnel have led to an increase in reporting. We must continue putting efforts at prevention, enforcement and support to victims, and raising awareness among communities



Allegations of Other Misconduct (Not SEA) (as of 27/11/2019)



The Trust Fund in Support of Victims of Sexual Exploitation and Abuse

Through the Trust Fund in Support of Victims of Sexual Exploitation and Abuse we are making a difference in the lives of victims and their communities. We continue to focus on risk management and awareness-raising activities. Numbers of allegations however are but a partial measure of the effectiveness of our actions and our aim is to continue to sustain our efforts.

